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20 December 1971

MEMORANDUM FOR: Office Directors, Directorate of  
Intelligence

SUBJECT : Survey of Employee Attitudes

1. In his State of the Agency address last June, Mr. Helms said that he and other senior officials "...recognize that some of our finest young officers are concerned about the role of the Agency and their relationship with it. They ask themselves: how important is the Agency's work? How does it fit in with other national priorities? What about my own role? Is it meaningful?" The Director went on to express a serious concern that good ideas move up and down the command structure and that serious proposals reach the place in the Agency where they can be acted upon. Questions and concerns like these have been the subject of considerable discussion in the senior councils of the Agency and a number of actions have been taken.

2. The Human Resources Study Group is one new approach. In July 1971 the Director authorized the Study Group to design an attitudinal survey of Agency professionals in order to determine the extent and nature of concerned questioning among younger professionals. The Study Group consists of representatives appointed by each of the Deputy Directors, officers of the Psychological Services Staff, and several Support Directorate officers. In the current first phase of its research the Study Group will conduct informal interviews with about 60 young professionals from throughout the Agency.

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3. There will be 20 interviews in the DDI of "junior officers" who are in grades 9 to 12, between the ages of 25 and 35, and who have a minimum of two years Agency experience. A similar number of older, first- or second-level supervisors will also be interviewed for comparative purposes.

25X1A 4. [REDACTED] the DDI representative on the Study Group, will conduct the interviews in absolute confidence. Persons to be interviewed have been selected at random and except for the interview itself, complete anonymity is assured. The interviews are designed as an initial effort in defining the kinds of problems and issues which may merit more intensive and careful investigation. The Human Resources Study Group will collate and analyze the results of the interviews and make recommendations to senior management for further action.

5. I want you to know that I have authorized this preliminary investigation to be made in the DDI, and that I am hopeful that the Human Resources Study Group will assist senior management in defining important issues. I also want to assure each person interviewed that all notes and records of the interviews will be anonymous and held in absolute confidence.

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EDWARD W. PROCTOR

Deputy Director for Intelligence

cc: Staff Chiefs